

**In the Matter Of:**  
**NYC TEACHERS'S RETIREMENT SYSTEM**

---

**INVESTMENT MEETING**

*December 05, 2013*

---



**ESQUIRE**  
S O L U T I O N S

800.211.DEPO (3376)  
[EsquireSolutions.com](http://EsquireSolutions.com)

NEW YORK CITY TEACHERS' RETIREMENT SYSTEM  
INVESTMENT MEETING  
held on Thursday, December 5, 2013  
at  
55 Water Street  
New York, New York

ATTENDEES:

MELVYN AARONSON, Chairperson, Trustee  
SANDRA MARCH, Trustee  
MONA ROMAIN, Trustee  
JOHN LIU, Trustee, Comptroller's Office  
THADDEUS McTIGUE, Trustee, Comptroller's Office  
PATRICIA REILLY, Executive Director, TRS  
CHARLOTTE BEYER, Trustee, Finance  
JUSTIN HOLT, Trustee, Finance  
JANICE EMERY, Trustee, Finance  
SUSAN STANG, TRS  
JOEL GILLER, TRS  
LIZ CALDAS, Comptroller's Office  
ADI DIVGI, Comptroller's Office  
CAROL EGLOW-SUSSMAN, Comptroller's Office  
MARTIN GANTZ, Comptroller's Office  
SEEMA HINGORANI, Comptroller's Office  
JANET LONDONO-VALLE, Comptroller's Office  
DAVID JETER, Comptroller's Office  
DAVID MORRIS, Comptroller's Office  
MARC KATZ, TRS  
PAUL RAUCCI, TRS  
ROBERT C. NORTH, JR., Actuary  
ROBIN PELLISH, Rocaton  
MICHAEL FULVIO, Rocaton  
RENEE PEARCE  
STEVE BURNS, Townsend  
STEVE NOVICK, Courtland

P R O C E E D I N G S

(Time noted: 10:00 a.m.)

CHAIRPERSON AARONSON: Ms. Reilly?

MS. REILLY: Good morning. Welcome to the  
December 5, 2013 investment meeting of the Teachers'  
Retirement System of the City of New York. I will start  
by calling the roll.

Mel Aaronson?

CHAIRPERSON AARONSON: Here.

MS. REILLY: Justin Holt?

He'll be right back.

Charlotte Beyer?

MS. BEYER: Here.

MS. REILLY: Sandra March?

MS. MARCH: Present.

MS. REILLY: John Liu?

MR. LIU: Here.

MS. REILLY: Mona Romain?

CHAIRPERSON AARONSON: Mona is rushing to  
get here, but because of the fog she didn't want to  
cause any accidents.

MS. REILLY: Joseph Lewis?

(No response.)

I'll turn it over to the Chairman.

1 CHAIRPERSON AARONSON: Thank you very much,  
2 Pat.

3 Today is a very auspicious day for the  
4 retirement board. It's fortunate that Mr. Liu is able  
5 to attend this meeting. He doesn't know that as this is  
6 his first meeting, he is responsible for opening and  
7 closing doors when people come in.

8 (Laughter.)

9 Anyhow, I know he wants to make some  
10 remarks. Before he does, I have to say that the service  
11 that John has performed for this board and the City of  
12 New York for the last four years has been just wonderful  
13 and superlative; and I know that I'm going to ask that  
14 on our board meeting agenda for December 19, that we  
15 have on our agenda a resolution thanking John for his  
16 wonderful, wonderful service.

17 Okay, John.

18 MR. LIU: So, I don't know what to say, Mel,  
19 thank you very much. I am delighted to be back at TRS  
20 for my second meeting.

21 (Laughter.)

22 Although the first meeting was almost four  
23 years ago, it feels like it was just yesterday, gone by  
24 very quickly. And this board had led the way in many  
25 ways, in terms of reforms that we have rendered to the

1 pension funds and asset management.

2 First and foremost, I want to thank the  
3 board of the Teachers' Retirement System for all the  
4 things you've done over the years, and particularly our  
5 UFT representatives, the representatives of Mayor  
6 Bloomberg and my office as well.

7 And just on a personal note, I want to say  
8 that it's been a fabulous four years that I had the  
9 privilege of serving as City Comptroller. We've saved  
10 coming up on \$5 billion through our audits and contract  
11 reviews, and we've created thousands of jobs by  
12 accelerating some of our capital construction plans.

13 And working together with the trustees, our  
14 investment portfolio across all five funds, and  
15 certainly with Teachers leading the way, we are up over  
16 the past four fiscal years 58 percent. Since January  
17 2010, we're up about 50 percent; our assets have just  
18 crossed the \$150 billion threshold.

19 Did I get it right, Seema?

20 MS. HINGORANI: Yes.

21 (Laughter.)

22 MR. LIU: So it's been a terrific ride for  
23 me. And I will say that I'm beyond anything I imagined  
24 would happen in my lifetime, growing up in New York City  
25 as an immigrant, not expecting that I or someone like me

1 would run for office, let alone get elected New York  
2 City Comptroller and be a candidate for Mayor of New  
3 York. It's an awesome city, a city I owe a debt of  
4 gratitude to and I want to keep giving back.

5 So though I may not be in office next year,  
6 I'm not going anywhere. And to the extent that this  
7 board could use some form of assistance or opinion or  
8 expertise from me, just give me a holler.

9 I gained a lot of my expertise early on by  
10 studying the great work of our wonderful actuary, Bob  
11 North, who was the subject of many of my actuarial  
12 exams. And I want to thank Bob for his continued  
13 service to our great city. He and I had a wonderful  
14 meeting just the other day, talking about our pension  
15 and health care issues.

16 Thank you, Bob.

17 MR. NORTH: Thank you.

18 MR. LIU: And I certainly want to take time  
19 to thank my staff and the Bureau of Asset Management.  
20 These are professionals who are very much committed to  
21 the well-being of our pension funds, the pensioners and  
22 beneficiaries and in turn our taxpayers.

23 Thanks, Seema, for hitting the ground  
24 running as our new chief financial officer. And I want  
25 to thank in his absence Larry Schloss, who has been a

1     terrific addition to the government of New York City at  
2     least for about four years.

3             (Ms. Romain entered the meeting room.)

4             MR. LIU:   Finally, I want to give special  
5     thanks once again to our UFT representatives, Mel, Sandy  
6     and Mona, who sat me down before I even took office and  
7     basically told me what to do.

8             (Laughter.)

9             They didn't tell me what to do, they taught  
10    me what needed to be done.  And so I certainly want to  
11    thank them.  Thank you so much for everything.

12            CHAIRPERSON AARONSON:  You are very, very  
13    welcome.

14            (Applause.)

15            MS. MARCH:  I would just like to say thank  
16    you, John, for leading the way.  Because as a long time  
17    trustee rather than an old trustee, you really led the  
18    way.  Your selection of Larry Schloss as our CIO, what  
19    it did to our funds is quite evident.

20            But one of the things I just want to tell  
21    you as an educator, Larry was truly also an educator,  
22    because you'd be very proud of the Comptroller staff  
23    sitting in this room.  Because he taught them and he led  
24    them and he let them go free, and they did an absolutely  
25    superb job advising this board.  Considering the fact

1 that we gave you the right to be our investment advisor,  
2 let me tell you they advised us well under his  
3 leadership and they all took their roles.

4 But remember, John, you were the leader of  
5 this group, and we thank you and the four years has  
6 absolutely been great for the system, and I did hope it  
7 was good for you.

8 MR. LIU: I had a great time.

9 Thank you, Sandy.

10 MS. ROMAIN: Sorry I'm late.

11 (Laughter.)

12 MR. LIU: You were eagerly anticipated.

13 MS. ROMAIN: It was truly a pleasure. I  
14 want to echo what Sandy said. The professionalism of  
15 BAM, everything they did under your leadership was  
16 surely appreciated. Thank you.

17 MR. LIU: Thank you.

18 CHAIRPERSON AARONSON: You have another  
19 meeting, it's my understanding?

20 MR. LIU: Mister Chairman, if I may be  
21 excused, I want to wish everyone a wonderful holiday  
22 season. I believe I'll be seeing most of you, if not  
23 all of you, at various holiday functions over the next  
24 couple of weeks. Have a wonderful meeting. Thank you  
25 so much, everybody.



1 MS. MARCH: Thank you.

2 CHAIRPERSON AARONSON: Thank you.

3 (Comptroller Liu left the room.)

4 CHAIRPERSON AARONSON: We'll move on to the  
5 agenda, public pension first.

6 MS. HINGORANI: We're going to start with  
7 the quarterly review of September, and I will turn it  
8 over to Martin to begin.

9 MR. GANTZ: Good morning, Mr. Chairman,  
10 Trustees.

11 This is a good quarterly report. What I  
12 mean by good, the markets went up and the pension funds  
13 made a lot of money. You will remember, we ended the  
14 last quarter in June with a lot of uncertainty in the  
15 market. "Tapering" was the word added to the lexicon  
16 because the Fed was considering reducing the bond buying  
17 program, and it upset virtually all markets including  
18 the Treasury markets, and June was a rough month at the  
19 end of the quarter.

20 But as July started the markets calmed down  
21 as the markets realized the tapering process is likely  
22 not to be imminent. In fact, it continues to this day.  
23 As a result, risky assets climbed significantly, and  
24 what that means is, for the quarter U.S. Equity markets  
25 returns are up over 6 percent. EAFE returns just for

1 the quarter were up over 11 percent. And even emerging  
2 manrkets which were down negative prior to that were up  
3 over 5 percent.

4 In fixed income the returns were positive  
5 but much more muted, roughly flat to positive in the  
6 investment grade. High yield did well and convertibles  
7 did well on an absolute basis, because they have more  
8 equity risk in them.

9 Putting it all together, if you turn to page  
10 10, look at the top of the page, on the left, I want to  
11 point out the number \$52 billion in assets as of the end  
12 of September. And on the bottom left you will see that  
13 the quarter, the last three months as well as the fiscal  
14 year date, which will be the same number throughout the  
15 report because first quarter, had a very strong first  
16 quarter, returning 4.86 percent.

17 And not only was it a strong quarter on an  
18 absolute basis, but it was a strong quarter on a  
19 relative basis, as I will describe in a moment.

20 And the one year number rolling for the  
21 period ending September was over 12 percent, also strong  
22 on a relative basis.

23 The three year number was over 10 percent.  
24 That was behind the policy benchmark, and we'll go  
25 through that in a little bit, but the five and ten year

1 numbers were over 8 percent and 7 1/2 percent  
2 respectively.

3 Next two pages, pages 11 and 12, you saw  
4 last month, we'll have an update for October. But if  
5 you turn to page 12 you'll see the overweights -- I'm in  
6 the quarterly report -- to go back to page 10, on the  
7 left you will see that the returns for the quarter were  
8 very strong on an absolute basis, returning nearly 5  
9 percent; but not just on an absolute basis, was ahead of  
10 the benchmark as well. And for the one year return,  
11 over 12 percent was also well ahead of the benchmark,  
12 and I will go through why in just a moment.

13 The next two pages show the asset allocation  
14 mix, and where we're overweight and underweight, we  
15 showed this to you last month. We'll have an update for  
16 October in a moment.

17 On page 12 you'll see that on the left in  
18 green we were overweight U.S. Equity, and in the middle  
19 in blue and light green we were underweight Core fixed  
20 income and TIPS.

21 So the next three pages are our attribution,  
22 and we have the allocation effect and the management  
23 effect. And in the quarter ending September, both added  
24 value.

25 And what I mentioned before, you see the

1 allocation effect of positive 32 basis points on page  
2 13, the overweight to U.S. Equity which did very well,  
3 the underweight to Core+5 which on a relative basis did  
4 not too well, the underweight to TIPS which on a  
5 relative basis did not do well, all helped, and that's  
6 why the allocation effect was positive.

7 As a detractor, any cash we had, obviously,  
8 ended in the quarter -- but the good news was we had  
9 minimal amounts of cash.

10 In addition, the management effect was  
11 positive because U.S. Equities did very well, and Seema  
12 will go through that in a moment.

13 A similar story on page 14, which is the one  
14 year number, which has a very strong return of over 12  
15 percent. And the allocation effect was strong for a  
16 similar reason, U.S. Equity overweight helped because it  
17 did very well; Core+5 underweight and TIPS underweight  
18 didn't do very well and were underweight.

19 The management effect was negative mostly  
20 because of private equity. And for the three year  
21 number, the allocation effect was net of zero, the  
22 overweight U.S. Equity offset the cash, the effect of  
23 having cash balances during that time. And the negative  
24 management effect was as a result of negative returns in  
25 private equity.

1                   The breakdown of these effects are on pages  
2   16 and 17.

3                   My last point, unless you have questions  
4   before I turn it over to Seema, is to turn to page 19,  
5   which shows how this fund did versus other large public  
6   funds. On the left is the quarter.

7                   Teachers is the blue dot. A return of 46  
8   placed you just below the median in the 52nd percentile,  
9   and the one year return of 134 placed you in the 65th  
10   percentile, but then your 1061 was in the 35th  
11   percentile, as was the four year number, and the five  
12   year number is in the top quartile.

13                  So these numbers and strong numbers we have  
14   seen contributed and definitely added value to the fund  
15   and contributed to where we are today.

16                  Unless there are questions, I will turn it  
17   over to Seema for equities.

18                  MS. HINGORANI: Thanks, Martin.

19                  If you turn to page 22. This is Teachers'  
20   U.S. Equity allocation, so about 42 percent of the total  
21   fund. As you can see in the pie chart, most of the  
22   money is managed passively; so over 95 percent of the  
23   U.S. Equity money is managed passively.

24                  But the good thing in addition is that the  
25   allocation within the passive has helped us. If you

1 look at the column index return, the actual return, the  
2 difference column.

3 So, as Martin mentioned earlier, the Russell  
4 3000 up over 6 percent in the quarter, which is a very  
5 strong number. If you scroll down a little bit you see  
6 the Russell 2000 fund up over 10 percent in the quarter.

7 If you go down a little bit more, in the mid  
8 cap S&P 400 index, up close to 8 percent in the quarter.

9 You might remember we have been overweight  
10 small cap, we have been overweight mid cap and  
11 underweight large cap. So that really helped us there,  
12 which is great. And on top of that our active managers  
13 did well. So it's a nice combination that helped us in  
14 the quarter and also in the trailing twelve month  
15 numbers.

16 If you then turn to page 30, this goes to  
17 the international allocation. And if you look at the  
18 pie chart to the left, pretty much the opposite to what  
19 we have done in the U.S., where Teachers allocated most  
20 of the money to active; so about 75 percent active, 25  
21 percent passive.

22 And again, if we look at those few columns,  
23 look in the index return column -- and Martin mentioned  
24 this earlier -- scroll down to the passive EAFE, up  
25 close to 12 percent. Passive EM -- that's a misprint --

1 that number should be closer to 6 percent, so in line  
2 with the U.S.

3 I want to point you to number on this page  
4 that's quite interesting. If you look at the EAFE small  
5 cap in the middle of the row, up close to 15 percent in  
6 the quarter. You might remember that one of the things  
7 we wanted to do when we implemented with the board, when  
8 we did our new EAFE search we thought it was important  
9 and valuable to have an allocation to small cap EAFE,  
10 which we did not have before.

11 And so now the Teachers board and system has  
12 this allocation to small cap, and so far so good, it's  
13 helping us.

14 If you turn to the next page, 31, we'll talk  
15 about the EAFE markets more specifically. So, it's  
16 about 9 percent of the total funds. In the trailing  
17 three months of the quarter, if you look at the purple  
18 bar versus the yellow bar, Teachers outperforms by about  
19 50 basis points.

20 More importantly, if look at the active  
21 EAFE, which is the blue bar, relative to the yellow bar,  
22 even doing a little better. So your active managers are  
23 doing well for the quarter. And if you look at the  
24 trailing 12 month period, they're also doing well for us  
25 for that period, outperforming by 100 basis points,

1 roughly. So, so far so good.

2 If you then turn to page 36, this is  
3 emerging markets. One thing I will point out, this will  
4 be the last time you see the custom index only versus  
5 the passive EM, because the board approved to have the  
6 passive EM up against what BlackRock is managing, the  
7 custom BlackRock index, not the FTSE index. So that  
8 will be cleared up as of October. In fact, you'll see  
9 that in the monthly numbers.

10 In any case, if you look here, about 8  
11 percent of the total fund, the total EM, which is the  
12 blue bar up against the yellow, a little behind but  
13 basically in line. But if you look at the purple bar  
14 which is your active EM managers versus the yellow bar,  
15 doing slightly better. Over the twelve month period  
16 it's slightly behind, but you might remember also we did  
17 a brand new search in emerging markets, so we have new  
18 managers, so that should start to impact those longer  
19 term numbers.

20 If there aren't any other questions for me,  
21 I'll turn it back to Martin.

22 MR. GANTZ: Please turn to page 39, which  
23 shows the overall fixed income allocation. And the  
24 light blue shading shows that more than half of the  
25 portfolio is in the Core investment grade fixed income



1 program, which is further broken down on page 40 into  
2 its three sub components. I want to draw your attention  
3 to the over/underweight column, which we've had for the  
4 past few quarters, and you will see we've been  
5 underweight Treasuries and overweight spread sector.

6 It shows here we're underweight investment  
7 grade credit. Two comments on that. Number 1, we were  
8 overweight before, but the underweight is becoming an  
9 issue because this is a market weighted benchmark and  
10 it's more corporate issuance. But we also did some  
11 rebalancing, which Seema will talk about later, and we  
12 did put some money into this sector, so we're now  
13 overweight in this sector, as well.

14 So we are intentionally overweight the  
15 spread sectors and underweight Treasuries. And when you  
16 look at the column next to them, the index return versus  
17 actual return, you'll see that was a good move in the  
18 quarter because Treasuries were down because interest  
19 rates were up and spread sectors were positive. So that  
20 added value.

21 In addition, the managers themselves added  
22 value, and that's in the difference column. Of the  
23 fifteen managers, eleven beat the benchmark. And of the  
24 four that underperformed, all of them were only a few  
25 basis points away. And even over one and three year

1 periods, for instance the three year period, of the  
2 fourteen managers, the two managers that were not ahead  
3 of the benchmark were behind by less than 10 basis  
4 points. So the program has done very well, as you will  
5 see on the next page, which show returns.

6 I can't compete with Seema's 15 and 20  
7 percent returns, so we adjusted the scale to make that  
8 look --

9 (Laughter.)

10 And for the quarter the returns are 82 basis  
11 points, and that was ahead of the benchmark of 63. For  
12 the one year number the returns were negative, and  
13 that's because of rising rates. And while we don't want  
14 to see negative returns, they were ahead of the  
15 benchmark by 90 basis points, and that's really when you  
16 want to be ahead of the benchmark, because that does  
17 mute the negative returns.

18 And it helped the longer term results as  
19 well, which were all ahead of the benchmark and in the 5  
20 to nearly 7 percent range.

21 TIPS returns are on page 42. And the  
22 quarter results, these are very similar to what Treasury  
23 numbers would look like. So the quarter was slightly  
24 positive and ahead of the benchmark; but the one year  
25 number was negative and a bigger negative than the

1 Core+5 because it has a longer duration, therefore  
2 higher interest rate sensitivity -- when interest rates  
3 go up prices go down -- and ahead of the benchmark.

4 For the three year number pretty much on top  
5 of the benchmark of 4 percent and longer term about 5 to  
6 5 and a half percent, slightly ahead of the benchmark.

7 High yield numbers did well and lived up to  
8 its name for the quarter, with 2 and a quarter ahead of  
9 the benchmark. This was, as I mentioned in my opening  
10 comments, investors again looking for risky assets  
11 because they felt the Fed was on hold and it was safe to  
12 buy. And spreads compressed and returns increased.

13 So for the year the return was 674, which  
14 was approximately the coupon, but that was ahead of the  
15 benchmark by nearly 100 basis points. The three year  
16 number of almost 8 and a half percent is higher on an  
17 absolute basis, 25 basis points behind the benchmark.  
18 As you remember, we did high yield on hold, the  
19 underperforming managers out, and that's why the more  
20 recent numbers we feel are better. The long term  
21 numbers are good on both an absolute and relative basis.

22 Convertible bonds on page 44. And here we  
23 have three managers. So you will see the returns were  
24 high on an absolute basis in blue for the quarter of 41,  
25 but you will see there significantly below the yellow

1 benchmark, which is the overall convertible benchmark.

2           You will see we have this, I'm told maroon  
3 color benchmark, and that benchmark is our custom index,  
4 which is the weighted average of each of the individual  
5 managers' returns versus the benchmark.

6           In the quarter, of our four managers, three  
7 beat the benchmark. So that's why we were actually  
8 ahead against the weighted average of their benchmarks.  
9 The yellow benchmark is the overall universe of  
10 convertible bonds that none of our managers managed to.  
11 So in short periods of time, certainly the bull market  
12 will underperform, and I will give you an example why.

13           There are -- we've been talking to the index  
14 providers about it, and they have not changed the way  
15 they construct their benchmarks. Convertible bonds  
16 benchmarks are very sensitive to equities. If equity  
17 markets go up, a name in the index is 2 percent, can in  
18 a few months rise to 10 percent, because the underlying  
19 stock goes up. The benchmark provider does not cut back  
20 that percentage, it goes to 10 percent.

21           There are very few managers that would  
22 prudently own a 10 percent position in a portfolio, they  
23 would naturally cut back at 3, 4 or 5 percent. Most of  
24 our managers have a 5 or 6 percent rule that they cap  
25 out.

1                   So when you do have a bull market as we had  
2                   in equities, and therefore convertible bonds, versus the  
3                   overall index, the managers generally will underperform.  
4                   But as you see the longer term numbers, it starts  
5                   evening out when you take into account the 2008  
6                   downturn.

7                   The reason we underperformed for the five  
8                   year number, you will remember we terminated the manager  
9                   earlier this year that underperformed, and those numbers  
10                  are included in those longer term numbers.

11                  Opportunistic fixed income has been the star  
12                  of fixed income for a while and was this year as well.  
13                  On the left of the quarter was 178 versus a 10 percent  
14                  annual return, slightly behind and versus the global  
15                  high yield benchmark plus 3 percent behind the  
16                  benchmark; but for the year was up 1379, well ahead of  
17                  either of the benchmarks, and for the three year number  
18                  just about 10 percent, and five years over 12.

19                  As you know, we're at an inflection point  
20                  where many new accounts are coming online, and they've  
21                  been doing very well.

22                  And unless there are any questions, I will  
23                  turn it over to David Morris for ETI.

24                  MR. MORRIS: Good morning.

25                  Turning to page 13 of the board book on the

1 returns page that -- you will see for the third quarter  
2 the ETI program essentially kept pace with its overall  
3 benchmark, and PPR continued to do very well, beating  
4 its benchmark.

5 Turning to page 7 and 8, PPAR --

6 MR. McTIGUE: David, is this the regular  
7 book?

8 MR. MORRIS: Teachers purchased \$5.1 million  
9 in loans to create or preserve 279 units of affordable  
10 housing. And in the third quarter Teachers made  
11 commitments of approximately \$8 million, and that will  
12 cover 276 units of affordable housing. The market value  
13 of the Teachers portfolio is \$119.7 million.

14 We had an interesting investment that we  
15 made in the third quarter that will participate in the  
16 development of an ambulatory care center at a local  
17 Manhattan hospital, that will create overall 5,200 jobs,  
18 100 percent of which will be union jobs.

19 MS. HINGORANI: Any questions?

20 Thank you.

21 MS. CALDAS: Starting on page 26 of the  
22 booklets. This is the second quarter review for private  
23 equity. You will see that table in the middle of the  
24 page right there, I will start from there.

25 Again, to further review as of the second

1 quarter, you have 136 active partnerships and that's  
2 across 91 relationships altogether.

3 Total fund commitment was \$2.1 billion;  
4 total capital contributed was 3 and a half billion;  
5 distributed back to you was \$2.1 billion; and your  
6 market value at this point is \$2.3 billion.

7 Your total value multiple stayed the same as  
8 the previous quarter, 1.3 times. And then your since  
9 inception IRR wen up slightly at 8.73 percent.

10 If you turn to page 29, just for a quick  
11 second, you'll see how you did against the benchmarks.  
12 We'll flip back in a second --

13 You'll see at the very bottom the since  
14 inception is the most meaningful to follow, the dark bar  
15 is you, Teachers, 8.73 for the private equity portfolio  
16 of Teachers, just underperforming slightly against the  
17 venture economic pool, which came at 11.24 percent.

18 And then the Russell 3000 plus -- basis  
19 points, which is the other lower bottom bar there at  
20 11.29 percent. Part of the function of that against the  
21 public markets was a rally of public markets that  
22 started in 2012 and continued to the earlier part of  
23 2013.

24 If you quickly go back to page 27, you'll  
25 see the ten new commitments we made in the second

1 quarter of 2013. And ten of them, one of them again is  
2 Landmark Private Equity partners that we came in at \$113  
3 million, and then another sidecar to that very fund of a  
4 co-investment of \$37 million.

5 So it was really more like four  
6 relationships to the Core program, and then five  
7 relationships to the emerging manager. That's outlined  
8 for you. The total is \$69 million. Very excited about  
9 that.

10 If you turn to page 32 after that, you will  
11 see which strategies are performing for you. The top  
12 four performing strategies for you in the second  
13 quarter, the first one was special situations and  
14 turnaround, great opportunity for distressed in these  
15 days of fluctuation.

16 So these came in at 17.8 IRR, and funds  
17 really leading the charge here for you all were existing  
18 relationships like Aries, and then a new relationship  
19 that you all went into over the past year was Platinum,  
20 which is doing phenomenally well for a 2012 vintage,  
21 already returning more than half of their fund back to  
22 their investors. So, great, great fund.

23 Following that strategy was growth equity  
24 that came in at a 14.6 percent IRR. A great name there  
25 that is really performing well for you is Vista, which



1 is an existing relationship for you and also we went  
2 into it again with the re-up, and you had more exposure  
3 to the emerging managers program. So a great exposure  
4 there and more exposure to come.

5 The third strategy that's working well is  
6 secondary, which came in at 14.3 percent IRR, and great  
7 names again there for you, Landmark Lexington, Axa; Axa  
8 was a new relationship for you. You should know that  
9 they have since spun out of their Axa corporate holding  
10 and are now an independent fund called Arden. And  
11 Lexington and Arden will be coming back on the market in  
12 January, so maybe you'll see them again, they've been  
13 great performers for you, great secondary right there.

14 After that you have the fourth performing,  
15 great performing strategy for you, is the corporate  
16 finance buyout, which is your largest exposure. It came  
17 in at 9.8 percent IRR. And of those strategies under  
18 corporate finance, the best performing for you was the  
19 large buyout, which came in at 16.2 percent.

20 And the great names behind that are both  
21 existing and new relationships, Apollo, you've got  
22 Carlyle that's done very, very well for you. And a new  
23 relationship is CVC, you'll see more growth happening  
24 there as they continue to mature.

25 Then on page 33 is where I'll leave you,

1 which is one of the more important sights. It shows all  
2 the cash coming in, the cash going out over the previous  
3 quarters. And Hamilton Lane was nice enough to stick in  
4 the next quarter for you as well, so you'll see a nice  
5 trend happening.

6 So the bar charts there, the chart on the  
7 top, the darker one with cash going out is your  
8 contributions, and the ones at the bottom are  
9 distributions, cash coming back. And for the second  
10 quarter you had a total of 79.6 that's been distributed  
11 back.

12 And you will see they gave a little sneak  
13 preview of the third quarter, which started to progress  
14 higher, \$130 million after that. You will see in the  
15 fourth quarter after that, a nice distribution coming  
16 back, as more funds are coming back to the market and  
17 getting more liquidity, you'll see a nice distribution  
18 bar chart coming out with the next quarterly report.

19 So that sums up the private equity quarterly  
20 report, unless there are any questions.

21 CHAIRPERSON AARONSON: Thank you very much.

22 MS. NELSON: Good morning. I'll continue on  
23 to real estate. We'll remain in the board book, and  
24 real estate starts in the next section. It starts on  
25 page 47, but as you can see, the top corners of each

1 page is obscured. So from this point forward, if you  
2 don't mind, I'll refer to the page numbers on the  
3 bottom. So this page 47 has a page 1 on the bottom, and  
4 that's what we're going to work from.

5 To give you a lay of the land of what is  
6 going on with real estate, we're going to be talking  
7 about the second quarter, I'll try to fast forward to  
8 let you know what's happening right now. There is a  
9 renewed sense of confidence and interest in real estate  
10 globally.

11 And the recovery, of course, started right  
12 here in the U.S. You know that we've talked about  
13 probably since 2009, it seemed like it got started and  
14 then it stopped, it seemed like it got started again.

15 I think we're probably at a point where  
16 there is some definite momentum, and I would point to an  
17 increase in transactions in global real estate. Just  
18 for the second quarter of 2013 there were \$120 billion  
19 worth of commercial real estate that changed hands.  
20 That was a 10 percent increase over the year before.

21 And for the whole year it's estimated that  
22 perhaps the real estate transactions might even cross  
23 the \$500 billion mark. We will see. But TRS certainly  
24 also has managers both in Core plus and opportunistic  
25 and core strategies hard at work. And this type of

1 environment, depending on the life cycle investment,  
2 they're either buying new opportunities or selling into  
3 this very strong market that we have.

4 If you look on the left side of page 1, they  
5 talk about your portfolio in particular. There's a 6  
6 percent allocation to real assets, as you know, and  
7 there's a plus or minus 2 percent rebalancing range  
8 within that. At second quarter TRS was about \$50  
9 billion. The real asset allocation based on that is  
10 about \$3 billion.

11 The real estate portion of the real asset  
12 portfolio, the market value is \$1.1 billion. That  
13 reflects a funding rate of 2.2 percent. We have about  
14 \$530 million that we had committed, but the managers  
15 have not drawn down yet.

16 So overall our exposure to the real estate  
17 program is \$1.6 billion. That's comprised of 38  
18 investments and 30 managers.

19 For the second quarter in particular, the  
20 portfolio delivered a return of 3.2 percent. On a one  
21 year basis it was 11 percent. This is all net of fees.  
22 And on a three year basis it was 17.2 percent. The  
23 return since inception for the Teachers program on a net  
24 basis is 8.6 percent. Our since inception IRR is 7 and  
25 a half percent, with an equity multiple of 1.2.

1 Now, down on the bottom on the right there  
2 is a graph. And unfortunately, there are two bars. We  
3 will work better on the shading. Let me tell you what  
4 it says. What it says is, in terms of your benchmark,  
5 and your benchmark is Odyssey plus 100. And we applied  
6 that 100 basis points premium in recognition of the fact  
7 that we have both Core strategies and Non-Core  
8 strategies at play.

9 So, in terms of how the portfolio has  
10 performed over an extended period of time, the since  
11 inception of 8.6 that I talked about before is 150 basis  
12 points above that benchmark. We're a little under for  
13 the quarter and for the year. But again, the benchmark  
14 is based on the full market cycle of about ten years.  
15 So at every interval we'd like to hit it, but sometimes  
16 we might slip a little under.

17 In terms of our investment activity for the  
18 quarter, we made a commitment of \$70 million to an  
19 industrial fund, KTR. We also since second quarter  
20 closed that deal. We've also closed on DISCO west. So  
21 through the fiscal year we closed on about \$103 million  
22 of real estate deals.

23 If you turn over to the next page, it kind  
24 of gives you a little more insight into portfolio  
25 construction. So we talked about the fact that the

1 exposure to real estate, which is comprised of the  
2 market value of what we have in the ground plus the  
3 outstanding commitments, about \$1.6 billion.

4 If you look at how that is comprised in  
5 terms of your Core, Core plus strategies, that's 39  
6 percent, a little under our policy weight of 40, but  
7 still works; and 61 percent in Non-Core strategies. In  
8 the Non-Core strategies that would include your emerging  
9 manager investments.

10 Moving on to the next page, page 3, it gets  
11 a little more granular. If you're interested in what  
12 parts of the portfolio are driving the performance, is  
13 it Core, Core plus managers or Non-Core managers? This  
14 page gives you that information.

15 So the first half of the page discusses the  
16 fact that we have about 13 Core plus investments, and  
17 they delivered a 3.2 percent net. And your Non-Core  
18 managers, of which we have 21, that component of the  
19 portfolio delivered a return of 3.3 percent net.  
20 And there is a graph on the bottom.

21 On the following page there is a different  
22 take. This is a great visual on page 4 that tells you  
23 who is driving your performance for the quarter. I know  
24 that real estate is a long term investment and quarterly  
25 stuff may not mean as significant. But for those that

1 want to see the same chart for the one year and three  
2 year, they are available on page 10. But since this is  
3 a quarterly report, just want to show you which  
4 investments have been driving the return for the  
5 quarter. And you see it is Blackstone Europe 3,  
6 Blackstone 6, and Carlyle 6.

7 And this page also will give you some  
8 highlights of what those particular managers are doing  
9 in those funds that are driving your performance for the  
10 quarter.

11 One of the ways, in the next page, that we  
12 help to retry to mitigate risk in the portfolio is to  
13 monitor the diversification by property type and by  
14 geography. And we continue to work on that.

15 The following pages is just some detail on  
16 some more market information. Also on page 8 is a  
17 report card, if you will, if you were interested in  
18 seeing how the portfolio is performing vis-a-vis the IPS  
19 and those compliance metrics that we all have approved  
20 in the past.

21 If there are any other questions or comments  
22 on real estate? We will talk a little more about real  
23 estate later on in the agenda.

24 MS. HINGORANI: Thanks, Yvonne.

25 That completes our quarterly report.

1                   If there aren't any questions on that, I  
2 will turn it back to Thad.

3                   MR. McTIGUE: If there are no questions on  
4 the quarterly report, do we want to do the October  
5 monthly and continue with KPP?

6                   CHAIRPERSON AARONSON: Finish the public  
7 session.

8                   MR. McTIGUE: We'll make October brief.

9                   MS. HINGORANI: Yes. More good numbers to  
10 talk about.

11                   So, everyone's got their monthly performance  
12 review book. If you turn to page 34 in your book.  
13 These are the October numbers. I will go through  
14 November as well. But just a quick update on what's  
15 been going on in November.

16                   The stock market continued to do well in  
17 November, you've got the U.S. markets positive, you've  
18 got the developed markets positive, you've got EM  
19 emerging markets slightly down. Basically what you've  
20 seen is a bumpy ride in November, as everything's been  
21 playing out, the Europe Central Bank surprising by  
22 cutting interest rates by 25 basis points. And on the  
23 other end the Fed in the U.S. saying we may taper now,  
24 not may not taper now, when are we going to stop the  
25 bond buying program?



1           Everybody is speculating. Payroll numbers  
2 come out strong, so everyone thinks the Fed's going to  
3 start and stop. And so a bumpy ride, but it was  
4 positive for us. I would expect December to be  
5 similarly bumpy, but I hope for another positive month.

6           You can see in October, page 34, going down  
7 through some of the numbers here, the Russell 3000, U.S.  
8 stock market up over 4 percent. The EAFE markets up  
9 over 3 percent. Emerging markets in that month of  
10 October up close to 5 percent.

11           You down a little bit more to Core+5, up  
12 over a percent. The high yield index up over 2 percent,  
13 close to 2 and a half percent. TIPS up about 55 basis  
14 points. And then the REITs index up over 4 percent, so  
15 very strong month in October.

16           November, I can give you those numbers,  
17 matching up to what we just went through. The Russell  
18 3000 up in November, 2.9 percent, close to 3 percent in  
19 the month. EAFE up about 81 basis points. Emerging  
20 markets down about 1 and a half percent. Core+5 down  
21 about 65 basis points, the high yield index up 32 basis  
22 points, TIPS down 1.2 percent, and then REITs down more,  
23 given what's going on with interest rates -- down 5.4  
24 percent.

25           Again, if you add up what happened in

1 November, we're actually looking up a little bit for the  
2 month. So that's very good.

3 If you then turn to page 30, it goes through  
4 the asset allocation and how it's set up. Martin  
5 mentioned this a little bit earlier. If you look at the  
6 green bar to the left, which is your U.S. Equities, and  
7 then the blue bar to the right, which is your Core+5,  
8 what we've done in November is taken advantage of the  
9 strong U.S. stock market.

10 And we sold some of our U.S. Equities and we  
11 added to Core+5 in the investment grade category. So  
12 now we're actually back within the ranges, and you will  
13 see that going forward. That's what we did in November,  
14 and the cash amount is roughly where it is now, actually  
15 a less than \$300 million. So that's good.

16 If you then go to page 35, this the  
17 contributions to return. So for the month of October  
18 the Teachers portfolio is up close to 3 percent in the  
19 month. And then fiscal year to date through October is  
20 up close to 8 percent already. It's a great result.

21 If you add in November, which we just talked  
22 about, which is roughly another 1 percent, the Teachers  
23 fund is up nearly 9 percent fiscal year to date. So  
24 very strong.

25 If you then turn to page 27, this is

1 Teachers --

2 CHAIRPERSON AARONSON: Did you say we're up  
3 9 percent in only five months?

4 MS. HINGORANI: Yes.

5 (Laughter.)

6 MR. NORTH: That's good.

7 MS. HICKEY: Page 27 is the 12 month  
8 Teachers performance in market value. So over the 12  
9 month period, the pension fund is up \$8 billion. And so  
10 at the end of October you can see here the fund here, \$3  
11 billion call it, I can tell you as of December 2 of this  
12 year, the Teachers fund is at \$53.5 billion. So we keep  
13 moving forward and up, a good thing.

14 The next page, 28, shows the ten year  
15 numbers. And so now the ten year return for Teachers as  
16 of October 31 is 7 and a half percent. So that's good.

17 And again, as of December 2, the Teachers  
18 fund is up to \$53.5 billion. So very good so far,  
19 fiscal year to date, and hope it continues.

20 If there aren't any questions, I'll turn it  
21 back to Thad.

22 MR. McTIGUE: If there are no further  
23 questions the Comptroller's Office has completed its  
24 business for the QPP and public agenda.

25 CHAIRPERSON AARONSON: I see no questions.

1 Go to the variable public. Thank you.

2 MS. PELLISH: Good morning. We have three  
3 items on the public agenda, third quarter Passport  
4 October monthly report and our estimate for November.  
5 We have distributed in advance and you have hard copies  
6 of the third quarter report. I'm not sure there is any  
7 real need to go through it, because we've already  
8 presented September's performance.

9 I call your attention to the fact that this  
10 report contains much more detail about the holdings of  
11 the various Passport funds, more detail about the formal  
12 performance. I'm happy to address comments or  
13 questions. But since this performance data has already  
14 been reviewed at a prior meeting, I'm not sure it makes  
15 sense to take additional time.

16 Hearing no questions or comments, let's turn  
17 to the October monthly report. And on page 1 the total  
18 assets for the diversified equity fund are up over \$11  
19 billion as of the end of October. That's up about \$300  
20 million from last month.

21 The returns, as you know, continue to be  
22 robust in October. So if you turn to page 2, you can  
23 see that the index fund was up over 4 percent for the  
24 month alone. The and index fund component of the  
25 portfolio for the year to date is up 26 and a half

1 percent.

2 So, we will see additional good numbers in  
3 November and by December starting out.

4 As you would expect in this kind of market  
5 where the public equity markets are rolling ahead, the  
6 defensive strategy tends to be lower risk, and to let  
7 out in a sharply rising market. It has lower returns  
8 than the broad U.S. Equity market.

9 The active manager composite for the month  
10 didn't quite keep up, but it's worth noting on the year  
11 to date basis the index is up 26 and a half percent.  
12 The active manager, the active equity manager composite  
13 is up over 27 percent. That's not necessarily something  
14 you would expect if the index is rolling ahead in market  
15 cap index, doing so well.

16 At any rate, if we go down to the  
17 international portfolio, the defensive composite, the  
18 international portfolio underperformed for the month but  
19 it's still a strong performance for the month, on an  
20 absolute basis a 3 percent return.

21 It's worth noting, although the  
22 international component of the portfolio has been a drag  
23 on returns for some time now, for the quarter it  
24 actually added significant value. The international  
25 composite was up almost 9 percent compared to the

1 Russell 3000 up 5 percent. So perhaps you'll see it  
2 reverse in that.

3 For the month of October in aggregate the  
4 portfolio was up 3.8 percent, again, slightly behind the  
5 Russell 3000 due to the defensive and international  
6 components.

7 Unless there are any questions, I will ask  
8 you to turn to the other Passport funds.

9 Socially responsive is continuing to do  
10 well.

11 The bond fund, Variable B, is as you would  
12 expect, treading water. The benchmark and the fund are  
13 up about 30 basis points for the month. And for the  
14 year to date in significant contrast to the diversified  
15 equity fund, this is up 42 basic points, ahead of of the  
16 benchmark but a difficult time for this kind of strategy  
17 with low yield and risings rates.

18 The international equity fund, Variable C,  
19 is on page 2. That fund was up 2.85 percent for the  
20 month, somewhat behind the EAFE index against which it's  
21 measured. It lags because of one manager, Walter Scott,  
22 because it's a fairly concentrated manager, but over the  
23 long term it's done well. We're not concerned about  
24 that. That's the relative returns for Variable C.

25 And as we were mentioning, look at the

1 inflation protection fund, Variable D. So the PIMCO  
2 asset fund is up slightly over 2 percent for the month.  
3 This was several hundred basis points ahead of the TIPS  
4 benchmark, but as we highlight in the quarterly report,  
5 this all asset fund, although it does have a healthy  
6 allocation to bonds and to TIPS, also holds 20 percent  
7 in equity strategy. So it's a much more diversified  
8 strategy than the TIPS benchmark might imply. It's  
9 really designed to have a diversified basket of  
10 inflation hedging strategies.

11 And so, for the year to date, this  
12 portfolio, because it does have a significant allocation  
13 to bonds, up 1.6 percent but well ahead of the TIPS  
14 benchmark, which lost significant ground for the ten  
15 month period.

16 Finally, the socially responsive fund, which  
17 is Neuberger Berman, was up over 4 percent for the  
18 month, slightly behind the benchmark S&P 500 index. For  
19 the year to date this fund was up over 31 percent, about  
20 600 basis points ahead of the S&P 500.

21 You may recall that last year this fund  
22 lagged, so it's making up ground. But over the two year  
23 period it's now ahead of the benchmark. So a very  
24 strong returns for this portfolio over the past year.

25 If there are any questions I'm happy to

1 address them. If not, I've concluded my remarks.

2 On the month to date, we also have expected  
3 performance in November. Everyone should have that  
4 page. As mentioned, another strong month for the U.S.  
5 Equity market, also the non-U.S. Equity market. So  
6 based on these benchmark returns, we would expect that  
7 the diversified equity funds to be up 2.4 percent for  
8 the month. And for the calendar year, for the 11 months  
9 of the calendar year to date, up 27 percent.

10 The bond fund, again, very anemic returns  
11 given what's going on in the bond market. The PIMCO all  
12 asset fund was negative for the month, and for the  
13 calendar year to date slightly positive. And the  
14 socially responsive equity fund lagged the S&P 500 but  
15 still was ahead of the benchmark for the year to date  
16 period. So another good return for equity markets of  
17 November.

18 That concludes our comments on the public  
19 agenda for the Passport funds.

20 CHAIRPERSON AARONSON: Thank you.

21 Any questions?

22 Thank you very much.

23 Now we move to executive agenda.

24 MS. MARCH: I move that, pursuant to Public  
25 Officer Law Section 105, that we go into executive



1 session to discuss the proposed acquisition, sale or  
2 exchange of securities held by the Teachers' Retirement  
3 System.

4 CHAIRPERSON AARONSON: Is there a second?

5 MS. ROMAIN: Second.

6 CHAIRPERSON AARONSON: Any discussion?

7 Seeing none, all those in favor of going  
8 into executive session?

9 (A chorus of "Ayes.")

10 Any opposed?

11 We are now in executive session.

1 I think we got as far as a second on the  
2 motion --

3 (Laughter.)

4 We're ready for a vote.

5 All those in favor of leaving executive  
6 session say "Aye."

7 (A chorus of "Ayes.")

8 They ayes have it.

9 We're now out of executive session.

10 MS. BEYER: I'd like to recommend a  
11 documentary, "Money for Nothing," I saw a screening at  
12 the Museum of American Finance. It's right up your  
13 alley. It's a history of the Federal Reserve. It talks  
14 about bubbles over a 100 year history. It's quite  
15 interesting and educational. I think everybody might  
16 find -- it came out in September, a documentary.

17 CHAIRPERSON AARONSON: Thank you.

18 We're now out of executive session.

19 Susan, give us a rundown of what was done.

20 MS. STANG: In executive session of the  
21 pension fund a manager update was presented.

22 A presentation on a real estate investment  
23 was reviewed and discussed. A consensus was reached,  
24 which will be announced at the appropriate time.

25 In executive session of the variable fund

1 three manager updates were presented.

2 CHAIRPERSON AARONSON: Thank you.

3 Does anybody have any other business they  
4 would like to bring before the board?

5 I would like to say this is the last meeting  
6 of the investment committee before the holidays. All  
7 the members of the committee, and all the staff that  
8 does such a great job of protecting the financial future  
9 of teachers in New York City, I want to thank you all  
10 and wish everybody -- it's not politically correct --  
11 but I wish everybody Merry Christmas and a Happy New  
12 Year, Happy Chanukah, Happy Kwanzaa; and I think I  
13 covered the bases.

14 (Laughter.)

15 MR. GANTZ: Chanukah gelt is in here.

16 (Indicating folder.)

17 CHAIRPERSON AARONSON: Motion to adjourn?

18 MS. MARCH: Motion.

19 MS. BEYER: Second.

20 CHAIRPERSON AARONSON: Discussion?

21 All those in favor?

22 (A chorus of "Ayes.")

23 We're adjourned.

24 (Time noted: 11:30 a.m.)

25

C E R T I F I C A T I O N

I, Jeffrey Shapiro, a Shorthand Reporter and  
Notary Public, within and for the State of New York, do  
hereby certify that I reported the proceedings in the  
within-entitled matter, on Thursday, December 5, 2013,  
at the offices of the NEW YORK CITY TEACHERS RETIREMENT  
SYSTEM, 55 Water Street, New York, New York, and that  
this is an accurate transcription of these proceedings.

IN WITNESS WHEREOF, I have hereunto set my  
hand this \_\_\_\_\_ day of \_\_\_\_\_, 2013.



JEFFREY SHAPIRO